

Facilitator Guide: Tarnished Coin

References- ADRP 6-22

Motivator: During the past half century, the U.S. Army has served as the Nation's force of decisive action throughout the world – in Southeast Asia, the Middle East, and in Central Asia. It has also executed peacekeeping and nation building in Central America, Africa, the Balkans and even provided disaster relief here on American soil. We have upheld international alliances through the presence of forward deployed forces and have executed peacetime engagements in Europe and the Pacific region. Most importantly, in each of these endeavors we have remained true to the Constitution and its founding principle of civilian control of the military.

By the effective and ethical application of its expertise in land warfare, the Army Profession has well-earned the trust and respect of the American people. Our overarching task is to continually reinforce that trust and respect.

“Trust is the bedrock of our honored profession – trust between Soldiers and Leaders, trust between Soldiers and their Families and the Army, and trust with the American People.

General Ray Odierno
CSA

Facilitator opening question:	Q- Why is Trust such an important characteristic of the Army Profession? Q- How has the presence of trust or lack of trust within a unit you have served affected that unit?
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Read to audience-

Having a positive relationship with the American people based on mutual trust and respect is the life-blood of the Army Profession. The Army builds and sustains such trust through the active and continuous presence of the essential characteristics of the profession. Only by military effectiveness, performed through honorable service, by and Army with high levels of trustworthiness and esprit de corps, and with members who steward the profession's future and self-regulate to maintain its integrity can the Army be a military profession that the American people trust to support and defend the Constitution and their rights and national interests. (**Army Profession Pamphlet**)

Facilitator Questions-	Q- How has your mentor earned your trust? Q- How has your unit earned the trust of the American People? Q- Why is it important to maintain trust with the American People?
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Facilitator Note: Video synopsis – Don’t read to class– for facilitator information.

SPC Murray is an infantryman serving in Iraq. SPC Murray had been in the Army for a couple of years and describes a situation that he encountered in his unit. Situation: “My team leader and I caught an HVT (high value target). We were not part of the raid element, but we were assigned as the outer cordon element and my squad leader was pretty upset about it. So, he was sitting in the humvee sulking and getting all upset. Instead of saying, “It’s the mission, we need to do the right thing” – he was upset about it. So, my team leader and I were out in the courtyard and caught the guy (the HVT) coming over the wall. We were kind of in the right place at the right time. So, we were put into a situation of – do you lie to cover up for this guy?

Facilitator Note: Play Video Part 1

<p>Facilitator Questions-</p> <p>Use examples or create your own.</p>	<p>Q - What issue is SPC Murray confronted with because of the actions of his Squad Leader?</p> <p>Q - Describe the actions of the Squad Leader.</p> <p>Q - How do you think that SPC Murray is feeling? What does that indicate? Why does SPC Murray feel the way that he does?</p> <p>Q - Did SPC Murray trust the actions of his leadership?</p> <p>Q - Were the leader responses appropriate? Might there be an explanation for the actions of the Squad Leader? How does it affect trust within the unit?</p> <p>Q - What would you be considering if you were SPC Murray? What are his options?</p> <p>Q - What would you be considering if you were SPC Murray’s Team Leader? What are his options?</p> <p>Q - What can this type of interaction do to unit morale if not addressed and corrected?</p> <p>Q - How can these actions impact trust within a unit? With the American people?</p>
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Facilitator Note: Play Video Part 2

Video synopsis – Don’t read to class– for facilitator information.

At the end of the day, the Squad Leader has to report to the First Sergeant. He tells him, ”my guys were sitting in the humvee sulking, and I was on the other side of this wall and caught this guy. He landed in my lap and I caught him.” The Squad Leader was decorated and given a coin by General Petraeus for this action. SPC Murray is upset that his Squad Leader lied about the situation and accepted the credit for the HVT and the recognition.



Facilitator Questions-	Q - Why was SPC Murray hesitant to confront? Was the issue worth confrontation?
Use examples or create your own.	Q - What about the Team Leader's approach?
	Q - What messages have been sent to the unit and other Soldiers with regard to trust based on the decisions made in this situation?
	Q - What are the potential new trust problems that may have emerged?
	Q - SPC Murray describes courage in the conclusion – how could he have applied this type of courage to the actions of his Squad Leader?

Facilitator Guide: Additional Questions to further develop audience.

Facilitator Questions-	Q - Fast forward 12 months for this unit –what might the relationships and trust be like for some of the Soldiers and their Squad Leaders? Why?
Stretch the learning	Q - How could this be different?
Use examples or create your own.	Q - How will SPC Murray perform in his next unit?
	Q - How might he act differently as a Team Leader or Squad Leader because of this situation?

Facilitator Questions-	Q - How does a unit create an environment that prevents problems, enables problems?
Application	Q - How does a unit create an environment that prevents problems, enables communication, and encourages brutal honesty?
Use examples or create your own.	

Conclusion: "Professionalism is built on a bedrock of trust -- the positive relationship between the American people that is based on mutual trust and respect. Only by military effectiveness performed through honorable service, by an Army with high levels of trustworthiness and esprit de corps, can the Army truly be a profession."

Raymond F. Chandler
Sergeant Major of the Army



Check on Learning and Promoting Reflection

Determine if the students have learned the material presented by soliciting student questions and explanations. Ask the students questions and correct misunderstandings.

Learning	Q - What did you learn today? Q - What did you take away from someone else in your discussion group?
Reflection	Q - How do you feel / what do you think about what you learned? Q - What will you do with your new information?

